

Department of Tourism, Culture and Heritage

**Annual Accountability Report
For The Fiscal Year
2003-2004**

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1. Accountability Statement

The accountability report of the Department of Tourism, Culture and Heritage for the year ended March 31, 2004, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against Tourism, Culture and Heritage's business plan information for the fiscal year 2003-04. The reporting of Tourism, Culture and Heritage's outcomes necessarily includes estimates, judgements and opinions by department management.

We acknowledge this accountability report is the responsibility of department management. The report represents, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Tourism, Culture and Heritage's business plan for the year.

Minister _____
Honourable Rodney MacDonald

Deputy Minister _____
Kelliann Dean

2. Message from the Minister

I am pleased to take this opportunity to report on the Department of Tourism, Culture and Heritage for the fiscal year 2003-2004.

Our department's mission is to champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth and provide for stewardship of our natural and cultural heritage for the benefit of all Nova Scotians. To support that mission, the department's budget for the 2003-2004 fiscal year was set at \$40.8 million.

Our department employs staff who deliver a broad range of programs and services in support of tourism, culture and heritage. Located in communities throughout the province, staff serve an extensive client base that includes visitors and the general public, community groups, municipalities, heritage groups and tourism and cultural organizations and industries.

Our service is shaped by the recognition that Nova Scotia's beautiful landscape, diverse cultures and rich heritage add tremendous value to our quality of life. These attributes position Nova Scotia as a great place to live and as a world-class destination for Canadian and international travelers.

Highlights of the department's accomplishments in 2003-2004 include:

- A national award for the tourism campaign "Right Here! Right Now!"
- Funding the province's first music sector strategy.
- Continuing support for preserving and promoting Gaelic language and culture.
- Establishment of an inter-departmental forum in support of multiculturalism.
- Increasing support for the Acadian Celebrations.
- Supporting the identification of Joggins and Grand Pré as possible World Heritage Sites.
- Increasing virtual online resources such as Lunenburg's 250th Anniversary and An Acadian Parish Remembered.
- Launching the new Nova Scotia Arts and Culture Partnership Council.
- Implementing the first comprehensive government-wide policy for records management.

The resulting activities reflect the government's commitment to growing the economic and social significance of our tourism, culture and heritage sectors in support of a healthy, prosperous Nova Scotia.

3. Introduction

This report describes the performance of the Department of Tourism, Culture and Heritage by detailing the achievements of the Department, and the performance targets used to measure the department's success. The Department's 2003-2004 Business Plan can be used as a source of comparison against this report.

This report is divided into sections that outline the department's progress and accomplishments, financial results and outcome measures. Supplementary information outlining tourism industry and culture sector facts is also attached. Specific highlights from the Department's Tourism, Culture and Heritage Divisions and Nova Scotia Archives and Records Management include:

Tourism Division

- Due to geopolitical factors including a war in Iraq, SARS, a weak US economy, and political disharmony between Canada and the US, 2003 was a challenging year for tourism across Canada. Overall, Nova Scotia tourism receipts fell by 5% in 2003. In 2003, \$1.273 billion spending in the tourism industry in Nova Scotia generated 33,400 direct and indirect jobs, \$498 million in direct and indirect wages and salaries, and \$96 million in provincial taxes and \$23 million in municipal taxes.
- Between January and December 2003, non-resident visitation to Nova Scotia reached 2.14 million people.
- The "*Right Here Right Now*" promotional campaign was selected the Best Tourism Marketing Campaign in 2003 by the Tourism Industry Association of Canada.
- Through our Tourism Development Investment Program, invested \$460,102 in 38 third-party tourism projects with an estimated total project cost of \$1,950,712.
- Committed \$750,000 in investment to support the Acadian Celebrations and the Congrès mondial acadien in 2004 to position Nova Scotia as the premier destination to experience Acadian culture and history.

Culture Division

- Secured a \$3 million investment over four years to support the industry's Music Sector Strategy, with an annual \$750,000 investment beginning in 2004-2005. Work began on the development of two new programs (Emerging Music Business Program and the Export Development Program) in partnership with the Music Industry Association of Nova Scotia.
- Launched a \$150,000 mid-winter, cultural tourism and music event called

"Bringin' it home! Nova Scotia Music – on Tour." The program, administered by the Music Industry Association of Nova Scotia, ran in the Winter of 2004. More than 60 musicians performed in both rural and urban venues in all 18 counties in the Province.

- Supported over 80 projects undertaken by cultural producers through its Industries Program. Investments of \$454,777 levered industry investment of \$3,469,193.
- Secured approval for 407 applications and invested just over \$5,100,000 into a diverse array of cultural organizations for operational and developmental purposes. The province realizes spin off from this investment in both economic and social returns.
- Facilitated the establishment of an inter-departmental forum, which is now working to develop and implement a provincial multiculturalism strategy in support of Nova Scotia's Multiculturalism Act.
- Worked with the Gaelic Council of Nova Scotia to develop a strategy in support of Gaelic language and culture.

Heritage Division

- The Nova Scotia Museum welcomed Le Village historique acadien into its provincial family of museums in May of 2003. Le Village's ties with the Nova Scotia Museum were strengthened through the incorporation of Le Village's website into the Nova Scotia Museum website and the development of promotional material for the site.
- Staff worked in partnership with the local community to advance the nomination of Joggins as a UNESCO World Heritage site. Efforts paid off when Joggins was named to the Canadian short list for final application to UNESCO in early Spring of 2004.
- Artifact storage facilities at Uniacke Estate Museum Park and the Museum of Industry were upgraded, resulting in 100 square feet of floor space along with 31 shelves in the History Section Storage area to meet future needs. In addition, 1,200 square feet of new storage was created for Uniacke, half of which will be used for future needs; and 825 square feet of storage was created at the Stellarton Mines Building.
- Through its Community Museum Assistance Program the Heritage Division invested \$827,161.00 in 65 museums. Under its Strategic Development Initiative the division funded 13 projects for a total of \$137,941.00.

- A Memorandum of Principles was developed and signed off by the Province and Confederacy of Mainland Mi'kmaq to forward development of a site management plan for the Debert Protected Site.

Nova Scotia Archives and Records Management (NSARM)

- Converted two additional archival storage vaults from static to high-density mobile shelving, increasing their capacity by 60%, from 7,400 linear feet to 11,900 linear feet. More efficient placement of records on new shelving further improved utilization of vault space, resulting in an overall increase in storage capacity of 70%.
- Rehoused 1600 boxes of valuable archival records in archival quality folders and boxes, greatly improving preventive conservation of NSARM's archival holdings.
- NSARM completed and launched several online archival resources including:
 - *Lunenburg by the Sea: 250 Years of Challenge and Change* (virtual exhibit).
 - *An Acadian Parish Remembered: The Registers of St. Jean-Baptiste, Annapolis Royal, 1702-1755* (searchable database/digitized holdings).
 - *African Nova Scotians in the Age of Slavery and Abolition* (resource guide combining virtual exhibit, digitized holdings, and searchable database).
 - *Land Petitions 1769-1799* (expanded database).
 - *Bluenose: A Canadian Icon* (virtual exhibit; completed March 2004, double the original projected size; launch delayed to July 2004 to coincide with Tall Ships Celebration).
 - *McAlpine's Nova Scotia Directory, 1907-08* (scanned book/searchable database).
- To assist in the implementation of the Corporate Records Management Policy NSARM deployed a Joint Program Analysis (JPA) initiative across government. This initiative is a methodology to measure compliance with the Policy and assist departments in developing records management programs. The compliance rate for the JPA initiative was 75% in 2003.

4. Department Progress and Accomplishments

Tourism, Culture and Heritage priorities and accomplishments in 2003-2004 were directed at achieving the mission and goals of the department. Our mission is "*to champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth, for the benefit of all Nova Scotians.*" The strategic goals included:

Economic Growth - Develop the economic and export potential of Nova Scotia's tourism, culture and heritage sectors.

Stewardship - Preserve, promote, present, and develop Nova Scotia's natural and cultural heritage.

Corporate Services - Deliver professional services and corporate support to government and the department to facilitate accountability and good governance.

2003-2004 priorities and accomplishments are described under each of the three core business areas in the 2003-2004 Business Plan as follows:

F.1 Core Business - ECONOMIC GROWTH: Develop the economic and export potential of Nova Scotia's tourism, culture and heritage sectors.

F.1.1 2003 Tourism Plan: Work with tourism industry partners to implement the 2003 Tourism Plan. The Tourism Plan was developed by the Nova Scotia Tourism Partnership Council. The Nova Scotia Tourism Partnership Council consists of members from government and industry and serves as a guide for all marketing, sales and partnerships, product development, research, operations, and policy analysis undertaken to meet the goals and objectives of the *Nova Scotia Tourism Strategy* and the Tourism Vision.

Accomplishments

- The Department's efforts helped support provincial tourism receipts reach \$1.273 billion in 2003, providing employment for 33,400 direct and indirect jobs in Nova Scotia. Continued strong partnerships between government and the tourism industry have resulted in a collaborative approach focused on results. The Tourism Division continued to support the Tourism Strategy and the realization of the government-industry Tourism Vision to double tourism revenues by 2012.
- At the 2003 Fall Tourism Conference the Tourism Partnership Council presented its programming for the coming year in the industry's signature plan - the 2004 Tourism Plan. Highlights of the 2004 Tourism Plan include development of a Long-Term Marketing Plan, enhancements to www.Novascotia.com tourism website, development of

a Group Tour and Travel Growth Strategy, and implementation of Year 1 of the Acadian Tourism Strategy.

- Implemented the 2003 Tourism Plan in conjunction with the Tourism Partnership Council and industry. Highlights of 2003 plan achievements include:

(i) Raise Nova Scotia's "Brand" Awareness:

Accomplishments

High-impact advertising campaigns and marketing initiatives were implemented to raise brand awareness in key export markets. In Spring 2003, the department administered a one-time \$1.05 million marketing budget-supplement to market Nova Scotia to potential visitors in three key markets: Atlantic Canada, Ontario and Europe. The investment involved advertising, promotion, direct mail and partnership activities and the launch of the "*Right Here Right Now*" promotional campaign; selected the Best Tourism Marketing Campaign in 2003 by the Tourism Industry Association of Canada. Awareness tracking proves these efforts were a success: awareness levels of Nova Scotia as a travel destination increased in targeted markets. Sales activities directed at the travel media in key markets resulted in the generation of \$32 million in travel-related publicity for Nova Scotia. In 2003, Nova Scotia tourism advertising campaigns generated 260,000 inquiries with a conversion rate of 26%, up from 21% in 2002. This translates into an estimated \$136 million in ad-generated tourism expenditures and a return on investment of \$27 in revenues for every \$1 of media investment.

(ii) Develop a Partnership Strategy:

Accomplishments

Tourism, Culture and Heritage established tourism marketing partnerships with over 350 partners in 2003 - 2004. The department is finalizing a Tourism Partnership Strategy in order to maximize tourism investment opportunities and increase the amount of dollars devoted to growing tourism. The strategy addresses the guiding principles, administrative vehicles, tracking, measurement, and evaluation of existing and new partnerships. The Partnership Strategy will be implemented in 2004 - 2005.

(iii) Nova Scotia Tourism Promotion at the 2003 Toronto Travel and Leisure Show:

Accomplishments

Invested an additional \$500,000 in tourism marketing into the Ontario marketplace and commanded a compelling Nova Scotia presence at the April 2003 Toronto Travel and Leisure Show with peripheral events held for travel media and travel trade and additional direct-to-consumer communications. The Toronto promotion was a high quality event showcasing Nova Scotia's cultural, heritage, and tourism products. Twenty-six Nova Scotia private sector and

industry operators participated in the show in partnership with the department, providing exposure to 12,700 potential consumers. The Toronto promotion was an important piece of Nova Scotia's enhanced Ontario tourism marketing campaign that had a positive impact in boosting Ontario visitation by 10% in 2003.

(iv) Invest in Product Development Initiatives Targeting Seasonality, Market-Readiness / Quality and Sustainability:

Accomplishments

- **Tourism Development Investment Program:** In response to investment program objectives to enhance seasonality, market-readiness, quality, and sustainability, invested \$460,102 in 38 third-party tourism projects with an estimated total project cost of \$1,950,712.
- **Provincial Parks:** Worked with Department of Natural Resources (DNR) to implement innovative customer service and market-readiness initiatives in Nova Scotia's parks. Initiatives included development and completion of a customized mystery shop program for day-use and camping parks.
- **Peggy's Cove Enhancements:** In concert with the Tourism Partnership Council, the department led the Peggy's Cove Capacity Assessment study, undertaken to identify opportunities and recommendations to enhance the visitor experience at Peggy's Cove including interpretive enhancements. Recommendations will commence implementation in 2004-2005.
- **Quality Assurance:** As per the requirements of the Tourist Accommodation Act and Regulations, the department inspected and licensed 1,350 fixed-roof and 132 campground operations in the 2003-2004 fiscal year. The Quality Assurance section also collaborated with the Acadian community in various parts of the province to develop a "bed bank" for the 2004 Acadian Celebrations.
- **Product Development Day Workshop:** Building upon the success of 2003, the department and the Tourism Partnership Council hosted the 2nd annual Product Development Day workshop to a record-breaking 140 industry participants, focusing on extending the tourism season.

F.1.2 Cultural Industries: Develop the economic and export potential of Nova Scotia's cultural industries. Specific actions/priorities for 2003-2004 included:

(i) Support a comprehensive Music Sector Strategy by working with Nova Scotia's music industry:

Accomplishments

- The department secured a \$3 million investment over four years in support of the industry's Music Sector Strategy, with an annual \$750,000 investment beginning in 2004-2005. Work began on the development of two new programs in partnership with the Music Industry Association of Nova Scotia and included:
 - The Emerging Music Business Program, which helps people get into the industry by focusing on establishing up-and-coming musicians, building artist-manager relationships and enhancing music business skills. The Export Development Program for Music focuses on marketing and touring support for artists and business professionals.
 - "Bringin' it home! Nova Scotia Music – on Tour" a \$150,000 mid-winter, cultural tourism and music event administered through the Music Industry Association of Nova Scotia, ran in the Winter of 2004, where more than 60 musicians performed in both rural and urban venues in all 18 counties in the province.

(ii) Launch a new industry growth program for Nova Scotia's book publishers:

Accomplishments_____

- Worked with publishers to redesign an \$86,000 investment program with an increased focus of supporting new writers and increasing export sales. New program guidelines and criteria for publishers seeking funding were launched, with seven publishers receiving investment through the program.
- Representatives from the Department of Tourism, Culture and Heritage and the Department of Finance have identified and have assessed investment options to further support the economic growth of Nova Scotia's publishing industry.

(iii) Implement market development initiatives in partnership with the craft sub-sector:

Accomplishments_____

- Partnered with Enterprise Cape Breton Corporation, the Nova Scotia Designer Crafts Council and the Cape Breton Centre for Craft and Design to bring in a leading international product marketer to mentor Nova Scotia craft exporters. The sessions focused on targeting US markets and shows, product critiques, packaging and pricing.
- An electronic version of the Buyers Guide to Art and Craft was launched on the website, which improved service to Nova Scotians and visitors, and added value to clients that paid for listings.

- Worked with partners on several market development initiatives, including: undertaking a Boston market development initiative in Spring of 2004 where 14 craft companies participated and almost \$100,000 in product was sold in one day; participated in a market intelligence gathering mission to a craft trade show in Philadelphia, which attracts over 10,000 buyers and generates \$42 million in sales.
 - Staff attended the first sector-wide orientation meeting of the Canadian craft industry, organized by the Canadian Crafts Federation. The results of the study, "Profile and Development Strategy for Craft in Canada" were released, presented and discussed. The document represents a first collaborative effort of Canada's craft community to describe and quantify its cultural and economic activity. Staff have since been working with the craft sector here in Nova Scotia to develop some of the actions, activities and tools under domestic and international market development resulting from the study.
- (iv) Coordinate cultural trade missions focused on music and publishing and seize opportunities by working with Canadian consulates:

Accomplishments_____

- Preliminary discussions took place with the Music Industry Association of Nova Scotia and Industry Canada about the potential of trade missions.
 - The Culture Division redesigned its publishing investment program to encourage pursuit of export sales, while the division's Industries Program supported numerous export development initiatives by cultural producers. Through that program, a number of export missions were supported, including:
 - ▶ A 23-day tour for BLOU in Guatemala, Panama, Columbia, Brazil, the Dominican Republic, Costa Rica, Mexico and the US.
 - ▶ A tour of an exhibit of Robert Pope's artwork in Australia.
 - ▶ Screening "Touch and Go" to potential distributors in Los Angeles and the Cannes Film Festival.
- (v) Foster new relationships with the Nova Scotia Designer Crafts Council and Visual Arts Nova Scotia:

Accomplishments_____

- The department developed and signed a Memorandum of Agreement with the Nova Scotia Designers Craft Council (NSDCC) to assume the role of manager and operator of the Nova Scotia Centre for Craft and Design. The NSDCC is a recognized leader in the Province's crafts community. It is committed to building on the centre's existing programming, with dedicated management services to oversee day-to-day operations. The government will continue providing over \$100,000 in annual operating capital to ensure the centre's ongoing viability.

- (vi) Actively work with cultural producers to identify potential opportunities for strategic investment:

Accomplishments

- Supported over 80 projects undertaken by cultural producers through its Industries Program. Investments of \$454,777 levered industry investment of \$3,469,193. Project support is leading to increased international sales of Nova Scotia product, increased jobs in cultural industries, increased recognition of the value of cultural goods and services and increased leveraging of private sector investment. Highlights include:
 - Two Planks and a Passion showcased at Pacific Contact generated \$66,000 in immediate box office guarantees.
 - The works of 18 visual artists were exhibited at the Toronto International Art Fair achieving \$43,975 in immediate sales.
 - The East Coast Music Association was able to attract 35 delegates from eight countries and eight consulate trade officers, resulting in a number of international bookings for Nova Scotia musicians, including the Barra MacNeils, Slainte Mhath, Evans and Doherty, The Cottars, Lennie Gallant, Nathan Wiley, Great Big Sea, Bruce Guthro and Blou.

F.1.3 Acadian Celebrations: Provide support to the Acadian Celebrations to capitalize on the significant economic opportunities of the 2004 Congrès mondial acadien and related celebrations and events being held in Nova Scotia between 2003-2005.

Accomplishments

- Coordinated and delivered \$750,000 in investment to support the Acadian Celebrations and the Congrès mondial acadien in 2004 to position Nova Scotia as the premier destination to experience Acadian culture and history. Significant achievements included:

- (i) Tourism Marketing Campaign to Promote Acadian Celebrations:

Accomplishments____

- Developed and launched a new tourism destination advertising and promotional campaign in 2003 in key markets (Atlantic Canada, Quebec) which incorporated Acadian visual identity, images, and copy. Developed and executed a media event in Spring of 2003 in Montreal and conducted a media familiarization program from Quebec which

resulted in significant editorial coverage in these markets.

- (ii) Work with Le Village historique acadien de la Nouvelle-Ecosse to adopt the site into the Nova Scotia Museum system:

Accomplishments:___

- The Nova Scotia Museum was pleased to welcome Le Village historique acadien into its provincial family of museums in May of 2003.
- Staff of the Nova Scotia Museum began work with Le Village historique acadien to develop interpretive plans for the site.
- In November 2003 Site Operations staff began meeting on a monthly basis with Le Village historique acadien staff and board providing advice and assistance in planning a major site expansion project which commenced in March of 2004.
- Further strengthening of Le Village's ties with the Nova Scotia Museum was accomplished through the incorporation of Le Village's website into the Nova Scotia Museum website and the development of promotional material for the site.

- (iii) Launch, in cooperation with the Council of Nova Scotia Archives, the online thematic resource guide entitled "The Acadian Experience in Nova Scotia":

Accomplishments

- NSARM collaborated on a proposal to Canadian Heritage through their Canadian Content Online Program for a cooperative, province-wide "Acadian Experience" virtual exhibit. Subsequently NSARM collaborated on a reworked submission to the Office of Acadian Affairs (OAA). NSARM proceeded with a scaled-down, successful proposal to OAA for the "Acadian Heartland" project (searchable database/digitized originals).

- (iv) Highlight Acadian Cultural Experiences:

Accomplishments___

- Integrated and highlighted Acadian cultural experiences and tourism products in 2003 tourism core marketing campaigns. This included the development of Acadian 'vignettes' in the 2003 English and French Doers and Dreamers Travel Guide highlighting Acadian experiences and highlighting Acadian festivals and events in the Festival Digest and Festival Wallmap.
- In support of the Congr s mondial acadien, the Maritime Museum exhibited Champlain's map of Acadia (circa 1632) and astrolabe in cooperation with the National Archives and

the Canadian Museum of Civilization. This is one of the oldest maps in Canada and the earliest map of Acadia. The astrolabe is purported to have belonged to Champlain. The exhibit, entitled *Champlain, 1604*, garnered national attention.

(v) Acadian Tourism Strategy:

Accomplishments____

- In partnership with the Acadian Community, developed a long-term Acadian Tourism Strategy. The 2004 priorities of the Strategic Plan for Acadian tourism were incorporated into the overall Nova Scotia 2004 Tourism Plan. Implementation of the first year of the Acadian Tourism Strategy has been identified as a Business Plan priority for 2004-2005.

(vi) Work with Other Departments and Levels of Government to Maximize Investment in Acadian Initiatives:

Accomplishments____

- Tourism, Culture and Heritage worked with other departments and levels of government (Office of Acadian Affairs and Canadian Heritage) to maximize investment and implementation of strategic Acadian initiatives. Efforts included active participation in the French Language Services Coordinators Committee to identify and pursue joint initiatives for increasing the level of French language government services in Nova Scotia.

(vii) Enhance the Market-Readiness of Acadian Tourism Businesses, Attractions and Communities:

Accomplishments____

- Implemented and expanded French Superhost and L'Acadie par excellence programs to enhance market-readiness of Acadian Tourism products. As a result, 7 new French Super Host leaders have been trained and 6 French Superhost sessions were delivered to 70 participants in 2004. For the L'Acadie par excellence program, 6 Nova Scotian Acadian tourism businesses were accepted and are undertaking the program's mentorship initiative.

(viii) Partner with Federation of Nova Scotia Heritage to develop a program and workshops for a provincial conference on early Acadian heritage and culture:

Accomplishments____

- A Spring conference was held in May of 2003 in partnership with the Federation of Nova Scotia Heritage, highlighting early Acadian heritage and culture. Over 125 participants, including both sector and department staff, attended 2 days of information sharing and

workshops. Topics ranging from traditional story telling and folksongs to historic land use patterns and the impact of the French arrival and settlement of the 1600's were explored.

- F.1.4 Tourism Vision:** Capitalize on significant economic growth opportunities for Nova Scotia by commencing the implementation of the new Tourism Vision developed by the industry / government Tourism Partnership Council in 2002.

Accomplishments

- The department, the Tourism Partnership Council and the Tourism Industry Association of Nova Scotia partnered in implementing actions toward achieving the tourism sector's Vision of 100 percent growth in tourism revenues by 2012.
- In May 2003 the Vision Transition Team was established to manage the development and implementation of the 11 Vision recommendations. In June 2003, the Vision Transition Team moved into an implementation phase and formulated the Tourism Vision Team (TVT). The mandate of the TVT is to secure resources, develop a communications strategy, and outline an implementation and management structure to govern the implementation of the 11 Vision Recommendations. In 2003-2004 the TVT developed a Communications Plan and initiated work on Operating Guidelines for the committee. Progress on the Vision was presented to industry at the November 2003 Tourism Conference in Halifax.

- F.1.5 Heritage Attractions:** Renew the interpretation of the history and natural history of the province through several related initiatives. Specific actions / priorities for 2003-2004 included:

- (i) Develop a living history strategy for heritage tourism attractions:

Accomplishments

- This initiative has been deferred until a Provincial Heritage Strategy is developed.

- (ii) Develop two new interpretive products highlighting our provincial heritage:

Accomplishments

- Several new interpretive products were developed including:
 - The *Traces and Trackways* exhibit construction was completed in February of 2004. This exciting display of fossils from around the Province tells the story of thousands of years of plant, insect, and animal life in Nova Scotia. The exhibit is currently located at the Fundy Geological Museum.

- ▶ The *Secrets of Silver* exhibit, showcasing Nova Scotia's connection to a variety of silversmithing techniques, products, and world renowned silversmiths, was held in late Winter at the Museum of Natural History. Visitors were treated to a rare glimpse of some of the finest silverware in Nova Scotia.
- ▶ The *Charting the Waters* exhibit was completed and opened in late Spring of 2003. This exhibit focused on the history and future of hydrography, highlighting the latest navigation and remote sensing technologies.
- ▶ *SeaSide Live* was launched as an interactive virtual exhibit focusing on marine life, habitats and current environmental issues. This exhibit showcases the latest interactive 3D technology to enhance learning on a variety of topics.
- ▶ The *Trace Fossil Mystery* virtual exhibit was launched in June 2003 as a component of the Virtual Museum of Canada. This interactive exhibit features trace fossils and activities related to Nova Scotia's past and complements the *Traces & Trackways* traveling exhibit. Between June 2003 and March 2004 the site attracted over 2,700 visitors.
- ▶ The *Fungus Among Us* virtual exhibit was launched in April featuring images and funky fungal facts on mushrooms and fungi that affect all of us. This exhibit attracted over 56,000 visitors in fiscal year 2003-2004.
- ▶ The *On the Rocks* shipwreck database kiosk was launched in the Fall of 2003 providing visitors with direct access to the Marine Heritage database of over 5000 shipwrecks as well as information on the vessels lost.
- ▶ *Blue-Knows: Gentle Giants of the Sea* was a suite of programs and activities run in March 2004 at the Maritime Museum of the Atlantic. Focusing on whales and whaling, these programs featured hands-on activities and living history experiences to assist families in appreciating and understanding these threatened mammals.
- ▶ *Asian Adventure* was an engaging exhibit and associated programs focusing on the natural and cultural history of Asia, at the Museum of Natural History in March 2004. Displays of live exotic animals, cultural artifacts and live cultural performances highlighted this exhibit. This exhibit and *Blue-Knows: Gentle Giants of the Sea* combined to increase visitation by 6% over March Break in 2003.

F.1.6 Bay of Fundy: Maximize the opportunities offered by the Bay of Fundy as an internationally recognized tourism destination by partnering with other stakeholders on a combination of initiatives:

(i) Implement Bay of Fundy Marketing Program:

Accomplishments

- Implemented the joint Bay of Fundy Tourism Partnership 2003 marketing campaign in the New England market, in partnership with the Province of New Brunswick and Tourism Atlantic (Atlantic Canada Opportunities Agency). Program tactics included advertising (magazine and newspaper), on-line promotion via www.highest-tides.com, literature fulfillment, point of sale, e-marketing, and travel trade initiatives. The 2003 marketing campaign generated 4,048 inquiries, converting to 931 parties visiting the region to experience the Bay of Fundy with an average expenditure of \$1,321.00 per party. Tourism revenues generated by the program totaled \$1.23 million.

(ii) Continue Implementation of the Bay of Fundy Recommended Experience Program:

Accomplishments

- The *Bay of Fundy Recommended Experience Program* is a membership-based program aimed to enhance the quality and competitiveness of tourism experiences in the Bay of Fundy region. In May 2003, a second group of Nova Scotia operators (10) graduated from the market-readiness program. There are now 24 designated Bay of Fundy "Recommended Experience" operators in Nova Scotia. To ensure the continuity of the program, the department and the Province of New Brunswick provided incremental funding to support delivery of the market-readiness program to a third group of operators (including 6 Nova Scotia operators). The third group completed the first phase of the market-readiness program in Fall of 2003. Also in 2003 the first group of graduates were "re-mystery shopped" as part of a re-certification process. For 2004-2005, the department has renewed its commitment to the Bay of Fundy Tourism Partnership to support additional product development and marketing initiatives for 2004-2005.

(iii) Work with Partners to Support the Nomination of Joggins as a UNESCO World Heritage Site:

Accomplishments

- The Tourism Division worked in partnership with the Heritage Division and the Joggins Fossil Cliffs World Heritage Site Committee in the pursuit of UNESCO World Heritage Site designation for Joggins. Efforts to assist the designation included support for tourism infrastructure and site planning initiatives to develop the Joggins Fossil Cliffs into a world class nature tourism site. In May 2003 the department in concert with the Department of Natural Resources advanced to Government a request for provincial endorsement of two sites, Joggins and Grand Pré National Historic Site, for UNESCO World Heritage Site designation. Following Cabinet endorsement, the two sites were successfully nominated by the Federal Government (Canadian Heritage) to Canada's

Tentative List for UNESCO World Heritage Site designation. The department is continuing its efforts to support the designation of these sites.

F.1.7 Cultural Tourism: Establish a committee to encourage and support cultural tourism initiatives in partnership with sector stakeholders. Specific actions / priorities for 2003-2004 included:

- (i) Enhance existing links and promotion of music and theatre as a regional draw and increase awareness of products in off-season:

Accomplishments____

- Staff from Tourism, Culture and Heritage worked with live entertainment venues on *Nova Scotia Presents*, a new approach to marketing Nova Scotia's theatres and live entertainment venues, including building web presence, linking to Novascotia.com and developing advertising for Nova Scotia's Festivals and Events guide.
- The department also launched a \$150,000 mid-winter, cultural tourism and music event called "Bringin' it home! Nova Scotia Music – on Tour."

- (ii) Enhance culturally focused familiarization tours:

Accomplishments

- Staff in tourism and culture divisions formed a committee and prepared a draft report identifying possible areas of collaboration including enhancing culturally focused familiarization tours, with a need to follow up on recommendations.

- (iii) Build an inventory of cultural activity images for use in marketing and promotion:

Accomplishments____

- Discussions have taken place with the department's creative team and a list of cultural activity images is being developed.

F.1.8 Expansion of the Maritime Museum of the Atlantic: Working with partners, the department, through the Maritime Museum of the Atlantic, will undertake a multi-year initiative to examine the potential of expanding the site into a truly significant heritage tourism attraction on the Halifax waterfront. Specific actions / priorities for 2003-2004 included:

- (i) Undertake a concept study and detailed feasibility analysis that considers public / private partnerships with key stakeholders:

Accomplishments____

- An RFP to procure services to carry out a feasibility study on the expansion of the Maritime Museum of the Atlantic was posted in January of 2004. The project, sponsored by the Waterfront Development Corp, the Department of Tourism, Culture and Heritage, and the Office of Economic Development, will provide a unique opportunity to create an icon on the Halifax waterfront.

F.1.9 Red Tape Reduction: The department is responsible for the administration of the *Tourist Accommodations Act and Regulations*, which requires fixed-roof accommodations and camping establishments in Nova Scotia to be inspected and licensed. In an effort to reduce red-tape, the following initiatives were undertaken:

- (i) Implement a Streamlined Licensing Process for Fixed-Roof Accommodation and Campground Operators:

Accomplishments

- The Fixed Roof Accommodation Licensing Kit was expanded and launched on-line on the department's web site http://www.gov.ns.ca/dtc/tourism/tourism_inspections.asp in April 2003. The on-line availability of the Licensing Kit has streamlined the process for new operators, providing them with a single source for information on all necessary permits and approvals from other regulatory departments. This initiative has resulted in resource efficiencies (human and financial) as the need for printing and mailing out Licensing Kits has been significantly reduced. An on-line Campground Licensing Kit is in the development stages and will be available later in 2004.
- The Department also established a partnership with Service Nova Scotia and Municipal Relations to process Tourist Accommodations licenses and streamline the licensing process. This partnership will reduce red tape, expand government's one-window service offerings, and achieve efficiencies within government.

- (ii) Implement Changes to the *Tourist Accommodations Act and Regulations*:

Accomplishments

- The Department of Tourism, Culture and Heritage and the accommodation industry (operators of fixed roof accommodations and campgrounds) worked together to review and revise the regulations contained in the *Tourist Accommodation Act & Regulations*. The amendments to the Regulations pursuant to the *Tourist Accommodations Act* were made October 16, 2003 by Order in Council 2003-461. These amendments will streamline and reduce the overall number of regulations for industry operators while maintaining the integrity of the Act.

F.2 Core Business Area - STEWARDSHIP: Preserve, promote, present, and develop Nova Scotia's natural and cultural heritage.

F.2.1 Nova Scotia Arts and Culture Partnership Council: The new joint culture sector / Government Council will gather input from people active in Nova Scotia's cultural life and provide advice and direction for government's ongoing investment in our artists, our cultural industries and our cultural activities. Specific actions / priorities for 2003-2004 included:

- (i) Confirm vision, mission and mandate, establishing operating guidelines and developing methods to gather ongoing stakeholder input on plans and priorities:

Accomplishments

- The Nova Scotia Arts and Culture Partnership Council (NSACPC) is now operational, meets regularly, has confirmed its vision/mission and is examining provincial government cultural issues and existing culture funding programs delivered by the department. In consultation with those involved in arts and culture, its members provide advice to guide the department's ongoing investment in Nova Scotia's artists, cultural industries and cultural activities. The following activities were undertaken in 2003-2004:
 - ▶ Building relationships: Significant time was spent building strong relationships given this new approach to partnership with government and the sector.
 - ▶ Terms of reference: The council developed terms of reference to guide its mandate.
 - ▶ Establishing operational practices: As a new organization, the council worked to establish operational procedures and practices.
 - ▶ Internal communications: Established a listserve and webboard for continuous internal communications. Established a toll free 1- 800 number, a website and e-mail addresses.
 - ▶ Comprehensive website: Council began work on a comprehensive website that will highlight the work of the council and enable open communication between council and sector stakeholders.
 - ▶ Nomination Process, Selection Committee Structure, Selection Committee Job Description: The council developed a comprehensive nomination process, finalized a selection committee structure and outlined the committee's responsibilities.
 - ▶ Funding deadlines: The council brought forward a recommendation regarding changes to funding deadlines. The changes were designed to address the flow of applications and in turn ensure a consistent and efficient flow of the programs' administration-related operations.
 - ▶ Program review: Began review of funding programs for cultural organizations.

- Focus groups: As a direct result of program review, council proposed focus groups to discuss issues around funding to cultural organizations. Sessions were to be held in late Spring in six different locations around the Province. Feedback will be used to guide council's review.

- (ii) Develop annual culture sector development plan:
- (iii) Develop mechanisms to better assist program applicants throughout the province in accessing department programs and services:
- (iv) Advise on long-term direction of the Endowment Fund:

Accomplishments

- Council began work on a comprehensive planning model which will address items (ii), (iii) and (iv).

F.2.2 Collections and Archival Holdings Management: The department, through the Heritage Division and Nova Scotia Archives and Records Management, plays a key role in the preserving of Nova Scotia's rich heritage resources, encompassing both material culture and documentary heritage. Specific actions / priorities for 2003-2004 included:

- (i) Develop plans and storage systems to upgrade artifact storage facilities at Uniacke Estate Museum Park and Museum of Industry:

Accomplishments_____

- Artifact storage facilities at Uniacke Estate Museum Park and the Museum of Industry were upgraded, resulting in 100 square feet of floor space along with 31 shelves in the History Section Storage area to meet future needs. In addition, 1,200 square feet of new storage was created for Uniacke, half of which will be used for future needs; and 825 square feet of storage was created at the Stellarton Mines Building.
- (ii) Relocate up to 3000 artifacts to locations for improved storage facilities:

Accomplishments_____

- Over 3000 artifacts were identified for relocation within the Nova Scotia Museum system. All were moved to appropriate sites, enabling better conservation and management of the collections affected.
- (iii) Expand archival-quality storage capacity in the second year of a four-year tangible capital

asset project at NSARM:

Accomplishments____

- Converted two additional archival storage vaults from static to high-density mobile shelving, increasing their capacity by 60%, from 7,400 linear feet to 11,900 linear feet.
 - More efficient placement of records on new shelving further improved utilization of vault space, resulting in overall increase in storage capacity of 70%.
- (iv) Improve preventive conservation of archival holdings at NSARM through a major rehousing project and preservation microfilming:

Accomplishments____

- Rehoused 1600 boxes of valuable archival records in archival quality folders and boxes, greatly improving preventive conservation of NSARM's archival holdings.
 - Continued to liaise with Genealogical Society of Utah on its complimentary microfilm program, resulting in NSARM receiving 368 reels of preservation quality microfilm of its archival records of genealogical significance.
- (v) Initiate phased rationalization of holdings between NSARM and the Heritage Division:

Accomplishments____

- The Heritage Division and NSARM have worked together to develop a transfer agreement to document the change in custody of a portion of NSARM's artifact collection. Various collecting sections of the Heritage Division made a selection of approximately 750 of 1700 items available and created a schedule for the transfer. The relocation of artifacts is anticipated to be completed by the Fall of 2004. Packing materials and other supplies were acquired in preparation for the relocation.
 - A cross-divisional working group with representation from the Heritage, NSARM, Tourism, Culture, and Corporate Affairs Divisions was struck. The first meeting was held in May of 2003. A sub-group was struck to produce an issues document.
- (vi) Continue to implement the Provincial Cooperative Acquisition Strategy in cooperation with other Council of Nova Scotia Archives institutional members:

Accomplishments____

- Transferred significant archival records falling outside its mandate to more appropriate repositories, including Dalhousie University Archives and Argyle Court House Archives.

- Received from Dalhousie University transfers of records of three Nova Scotia royal commissions.
- Referred a substantial number of proposed donations of private sector records outside its acquisition mandate to more appropriate repositories.

F.2.3 Online Heritage Resources: As part of its role in protecting Nova Scotia's heritage resources, the department is committed to making those archives and museum resources available to a wide and diverse audience by significantly expanding and enhancing online public access. Specific actions / priorities for 2003-2004 included:

- (i) Develop a departmental online heritage image gallery operated by a commercial service provider:

Accomplishments_____

- An online gallery, *Images Nova Scotia*, was created providing public access to 7000 heritage photographs and images with descriptive records. These images cover cultural, marine, and natural history topics, and are integrated with the *Images Canada* image search portal.
- (ii) Expand online public access to archival resources through the completion of four major new web-based resources, including virtual exhibits, resource guides and digitized holdings:

Accomplishments_____

- NSARM completed and launched the following online archival resources:
 - ▶ *Lunenburg by the Sea: 250 Years of Challenge and Change* (virtual exhibit).
 - ▶ *An Acadian Parish Remembered: The Registers of St. Jean-Baptiste, Annapolis Royal, 1702-1755* (searchable database/digitized holdings).
 - ▶ *African Nova Scotians in the Age of Slavery and Abolition* (resource guide combining virtual exhibit, digitized holdings, and searchable database).
 - ▶ *Land Petitions 1769-1799* (expanded database).
 - ▶ *Bluenose: A Canadian Icon* (virtual exhibit; completed March 2004, double the original projected size; launch delayed to July 2004 to coincide with Tall Ships Celebration).

- ▶ *McAlpine's Nova Scotia Directory, 1907-08* (scanned book/searchable database).
- A proposal was also developed and submitted to Canadian Heritage/Library and Archives Canada for a multi-part interactive online resource built around the theme of *Nova Scotia and the Sea (Tall Ships, Ports and Harbours, Lighthouses, Shipwrecks, Privateers and The Royal Navy in Nova Scotia Waters)*. The proposal was subsequently funded for \$54,000.00 in the 2004-2005 fiscal year.
- (iii) Assist the Council of Nova Scotia Archives (CNSA) in producing archival thematic resource guides and virtual exhibits:

Accomplishments

- NSARM collaborated on a proposal to Canadian Heritage through its Canadian Content Online Program for a cooperative, province-wide "Acadian Experience" virtual exhibit. Subsequently NSARM collaborated on a reworked submission to the Office of Acadian Affairs (OAA). NSARM proceeded with a scaled-down, successful proposal to OAA for the "Acadian Heartland" project (searchable database/digitized originals).

F.2.4 Multiculturalism: The department will develop and commence implementation of a provincial multiculturalism strategy in partnership with stakeholders. Specific actions / priorities for 2003-2004 included:

- (i) Establish an inter-governmental forum at the senior policy level to serve as a resource to help the department develop an inventory of government policies, programs and services that have a multiculturalism component:

Accomplishments

- An inter-departmental forum was established with representation from 16 government departments/agencies, including Tourism, Culture and Heritage, Health, Education, Economic Development, Justice, Aboriginal Affairs, Acadian Affairs, Community Services, Intergovernmental Affairs, Public Service Commission, Treasury and Policy Board and Service Nova Scotia and Municipal Relations.
- The forum met on a regular basis and undertook the following initiatives:
 - ▶ Clarified language/definitions.
 - ▶ Identified stakeholders.
 - ▶ Reviewed existing departmental policy statements, priorities, goals/objectives relating to multiculturalism.
 - ▶ Completed an inventory of existing policies, programs and services with a multicultural component.

- Staff also participated on other inter-departmental initiatives, including provincial efforts to develop an immigration strategy and Acadian Affairs' French Language Services Coordinators' Committee.
 - The department supported the first Atlantic Canada Multiculturalism Conference held November 7-9, 2003 organized by the Multicultural Association of Nova Scotia (MANS). The event brought together 230 people representing community organizations, business leaders, educators, researchers, all levels of government and policy makers from the four Atlantic Provinces to discuss themes that focused on multiculturalism, social justice, equality promotion and immigration to Atlantic Canada.
- (ii) Undertake a comprehensive review of other jurisdictions:

Accomplishments

- A review of multiculturalism acts and strategies was undertaken and shared with forum members.
- (iii) Establish an external working group with representation from stakeholders to develop comprehensive strategies to support the goals of Nova Scotia's *Multiculturalism Act*:

Accomplishments

- The forum is developing a draft policy for consideration, including outlining a proposed vision, policy statements, principles, definitions, policy objectives, application, policy directives, accountability and monitoring. The policy will be presented to external stakeholders as part of a comprehensive consultation process to help determine strategic actions government can take to strengthen multiculturalism.

F.2.5 Heritage Property Initiative: Nova Scotia's Heritage Property Initiative (HPI) is designed to identify, preserve and encourage continued use of Nova Scotia's heritage structures. Specific actions / priorities for 2003-2004 included:

- (i) Develop a Nova Scotia strategy for participation in the national Canadian Registration of Heritage Properties (CRHP) program:

Accomplishments____

- Entered a three year secondment with the Department of Transportation and Public works, effective June 2, 2003, for the services of one of their managers with expertise in heritage conservation, capital planning, infrastructure asset stewardship and budget management.

- A plan was developed to outline the strategic use of current division resources, as well as, new resources required to participate in the program. This included Human Resources, physical space, equipment and a web based registry.
- (ii) Negotiate a bi-lateral agreement between the governments of Nova Scotia and Canada based on the Canadian Registration of Heritage Properties (CRHP) program's objectives:

Accomplishments____

- A contribution agreement was signed on December 4, 2003 between the provincial and federal governments.

- (iii) Develop a plan to engage Nova Scotia municipalities as participants in the program:

Accomplishments____

- A municipal services agreement was drafted. To date, five municipalities have entered into an agreement to participate in the HPI, primarily in records management functions. They include the District of Digby, Halifax Regional Municipality, Shelburne, Truro and Lunenburg.
- A mail out to every municipality as well as to every registered property owner was undertaken in December, 2003, to introduce HPI. Owners of known commercial properties also received literature. In addition, key groups such as the Nova Scotia Heritage Property Owners Association, the Nova Scotia Association of Architects, Heritage Trust of Nova Scotia and Acadian Affairs were contacted.

F.2.6 Community Cultural Development: Because cultural expression is so important to communities all across Nova Scotia, the department is committed to strengthening regional links to draw out and encourage cultural activity. Specific actions / priorities for 2003-2004 included:

- (i) Organize and host a workshop in 2003-2004 on community cultural development:

Accomplishments____

- A Steering Committee composed of representatives from different community arts councils is working to design a community cultural development symposium, which has been rescheduled for Fall of 2004. Representatives of community arts councils from across the province will discuss issues of concern and participate in organizational skills development workshops.

- The Culture Division continued to invest in 11 community arts councils, which collectively received approximately \$60,000 through the division's Anchor Organizations Program.
- Through the Culture Division's Cultural Activities Program, 93 community projects were funded, (community events - 23%, community festivals - 51%, community projects - 18% and workshops - 8%. The total investment of \$340,035 leveraged additional investment of \$2,450,147. Projects provided opportunities for children and youth in the arts; encouraged participation in and access to cultural activities; and helped to develop and strengthen relationships, skills and production in the culture sector.
- (ii) Introduce communications vehicles linking community arts councils throughout the province:

Accomplishments

- Representatives of community arts councils have recommended that a list serve be set up to provide a forum for information exchange. Staff will help facilitate this.

F.2.7 Cultural Infrastructure: The department recognizes the culture sector needs a foundation of stable and effectively managed organizations and institutions to sustain the sector's health. Specific actions / priorities for 2003-2004 included:

- (i) Develop an inventory of Nova Scotia's cultural facilities and organizations with a view to identifying needs and opportunities:

Accomplishments

- Began discussion on a research proposal to study cultural infrastructure, including estimating asset value and analyzing the financial status of facilities throughout the province. Efforts have been made to seek support for such an initiative through the Federal/Provincial/Territorial Directors responsible for Culture and Heritage.
- (ii) Research ways to help organizations achieve greater stability, including exploring strategies used in other jurisdictions and other sectors within Nova Scotia:

Accomplishments

- Sought direction from the Nova Scotia Arts and Culture Partnership Council regarding existing investment of approximately \$3 million in support of cultural infrastructure, with focus groups to be held to discuss the future direction of this significant investment.
- Monitoring current practices in other jurisdictions is on going. Using best practices as a

reference provides a basis for advising clients on an on going basis.

F.2.8 Mi'kmawey-Debert: The department recognizes its role in preserving and presenting the First Nations heritage and culture. Mi'kmawey Debert is especially important as a Mi'kmaq archaeological site. These archaeological resources have been designated as a National Historic Site and a Nova Scotia Special Place. Specific actions / priorities for 2003-2004 included:

- (i) Draft a stewardship plan with the Confederacy of Mainland Mi'kmaq to protect these archeological sites and advance the interpretation of this important place for Nova Scotians and visitors to our province:

Accomplishments

- A Memorandum of Principles was developed and signed by the Province and Confederacy of Mainland Mi'kmaq to forward development of a site management plan for the Debert Protected Site.
- A draft strategic plan was prepared by a project team to address protection of early archaeological sites in the Debert-Belmont area and to advance the interpretation of this important place for both Nova Scotians and visitors to our province.
- Tourism and Heritage Division staff actively participated on the Mi'kmawey-Debert Steering Committee with Mi'kmaw and Federal government representatives. This committee is expected to continue its work into the next fiscal year.

F.2.9 Gaelic Culture: The department recognizes a need to work with communities to preserve and present the Gaelic language and culture for the benefit of all Nova Scotians and visitors. Specific actions / priorities for 2003-2004 included:

- (i) Review input from public consultations on Gaelic and work with stakeholders to develop goals and objectives for the strategic growth of Gaelic culture:

Accomplishments

- An officer is in place and serves as the main link between the provincial government and organizations, institutions, and communities associated with Gaelic culture in Nova Scotia. The position encompasses identification and implementation of Gaelic initiatives under a Memorandum of Understanding (Am Meòrachan Còrdaidh) signed by the Government of Nova Scotia and Scotland's Highland Council to foster shared opportunities for cultural and economic development.
- Staff worked with the Gaelic Council of Nova Scotia to develop a strategy in support of Gaelic language and culture. A strategy document outlining vision, mission and goals was

translated into Gaelic and printed in Gaelic and English for public release in Spring of 2004.

- (ii) Identify specific initiatives which can be undertaken through a Memorandum of Understanding (MOU) recently negotiated between Nova Scotia and Scotland:

Accomplishments

- Under the Memorandum of Understanding between the Province of Nova Scotia and the Highland Council of Scotland: Staff from the Culture Division met with Scottish counterparts to discuss potential joint actions and a web-page has been added to the department's site to support the exchange of information between Nova Scotia and the Highland Council. Nova Scotia hosted a Highland Tourism delegation to learn about tourism promotion and development; an exhibit of photography, which was curated in the Highlands at the new Inverness Arts Centre; and a culture delegation and students of traditional music during the Celtic Colours Festival.
- Department staff worked with the Gaelic community on a number of significant initiatives, including partnering with the Department of Education to establish a summer educational institute on Gaelic language; and holding a series of community meetings to discuss 'feis' development, which demonstrated great grassroots interest.

F.2.10 Integrated Resource Management (IRM): The department participates in the department of Natural Resources' IRM process ensuring tourism and heritage values are reflected in the development and implementation of management plans for provincial crown lands. Key initiatives undertaken in support of this priority included:

- (i) Implement the Tourism Resource Values Model into the IRM Mulgrave Plateau pilot project:

Accomplishments

- The Tourism Resource Values Modelling project, a pilot project of the department and the Tourism Partnership Council, was designed to inventory, map and model tourism infrastructure and values on crown land. The 2-year initiative tendered and awarded to Environmental Design and Management Ltd. (EDM) in 2002, is scheduled for completion in late 2004. The results of the tourism values pilot project will assist the department in collaborating with the Department of Natural Resources' Integrated Resource Management process and ensuring tourism and heritage values are reflected in the development and implementation of management plans for provincial crown land. Future work will include evaluation of the model's capability as a tourism planning and development tool, and potential application to other areas of the province.
- (ii) Integrate resources into the IRM Mulgrave Plateau pilot project based on a model

outlining archaeological potential, cultural and historical:

Accomplishments

- Heritage staff developed resource layers for a Land Valuation Model featuring digital 'layers' of Guysborough and Antigonish counties, including the Mulgrave Plateau. A computer model of archaeologically sensitive areas in the Mulgrave Plateau eco-district (including areas that were not Crown lands) was completed.
- Protocols were developed and delivered for Department of Natural Resources staff involved in detailed land use planning on Crown lands of the Mulgrave Plateau, and for use of sensitive data in the Department of Tourism, Culture and Heritage's Land Valuation Model.
- Heritage staff continued working with Halifax Regional Municipality (HRM) planning staff to extend use of the model into the HRM Long-range Planning process.

F.3 Core Business - CORPORATE SERVICES: Deliver professional services and corporate support to government and the department to facilitate accountability and good governance.

F.3.1 Improving and Extending Records Management and Archival Services to Government: NSARM is committed to extending and improving its integrated archives and records management program provided to government in order to ensure the effective management of government records and document government accountability and the rights of citizens. Specific actions / priorities in 2003-2004 included:

(i) Assist in the implementation of the Corporate Records Management Policy:

Accomplishments____

- Joint Program Analysis (JPA), a methodology to measure compliance with the Policy and assist departments in developing records management programs, was deployed across government and completed in six departments. The compliance rate for the JPA initiative was 75% in 2003. The remainder of departments will be completed in 2004-2005.
- Specialized project to extend the JPA methodology to measure capacity for electronic records management undertaken in Justice.

(ii) Improve and rationalize the Records Centre's service delivery:

Accomplishments____

- Partial cost recovery service fee introduced and implemented.

- New software to manage all functional activities of the Centre procured.
 - Core business processes reviewed and modified to improve efficiency as well as service fee revenue recovery.
 - Records disposition backlog reduced through application of new record schedules and improved disposition procedures.
- (iii) Continue the development, revision and implementation of departmental Standard for Operational Records (STOR):

Accomplishments____

- Full range of advice and assistance provided to public bodies, including specialised advice on the application of technology to record keeping functions.
- Assisted with and facilitated the development and implementation of record schedules across government.
- Developed and delivered a comprehensive training program in records management to several hundred government staff.

- (iv) Identify and reduce systemic barriers to the transfer of archival records:

Accomplishments____

- Negotiated major transfer of vital statistics registers from Service Nova Scotia and Municipal Relations.
- Negotiated transfer of Order in Council registers from Executive Council, to take place when NSARM has completed microfilming them.
- Completed preliminary negotiations for archival review of 500 boxes of predecessor department records from Tourism, Culture and Heritage.

- (v) Launch departmental and Agency, Board and Commission (ABC) administrative histories online on the Government Web site:

Accomplishments____

- Launched administrative histories for government departments, agencies, boards and commissions on Internet and government Intranet site.

- Made significant progress on preparation of in-depth administrative history of Tourism, Culture and Heritage.

F.3.2 Program Evaluation: The department recognizes that evaluation is key to generating accurate, objective and evidence-based information to assist with sound decisions on policies, programs and investments. Specific actions / priorities in 2003-2004 included:

(i) Completing the establishment of indicators and outcomes for key program areas:

Accomplishments

- Key indicators and outcome measures were established for three of the Department's investment programs (Tourism Development Investment Program, Culture's Industries Program and Community Museum Assistance Program).
- For the first time two new culture sector outcome measures were added to the department's 2004-2005 Business Plan.

(ii) Identifying and developing benchmarks, particularly in culture and heritage based on comprehensive studies of the sectors:

Accomplishments

- The department commissioned Statistics Canada to prepare a comprehensive study of Nova Scotia's culture sector that enabled the province to evaluate and report on progress of the culture sector. The study covers relevant indicators for the assessment of the health and vitality of the culture sector in Nova Scotia with research and data examined from a multi-year perspective. Information obtained through the study is helping to inform the development of outcome measures and the effectiveness of department activities undertaken in support of the sector.
- As part of a divisional restructuring a new Promotion and Development unit was established in the Heritage Division. A key priority for the new unit is the development of benchmarks and indicators related to the Heritage sector. Work on this initiative was started in early 2004.

(iii) Developing a framework for ongoing evaluation and monitoring of results:

Accomplishments

- Program Evaluation Frameworks were developed for three of the Department's investment funding programs (Tourism Development Investment Program, Culture's Industries Program, Community Museum Assistance Program).

F.3.3. Asset Management: Tourism, Culture and Heritage is responsible for managing a wide range of provincially owned capital assets valued in the millions of dollars. These assets include over 200 heritage buildings, three provincial resorts, 11 visitor information centres, Bluenose II and Upper Clements Park. These assets are managed by the department directly or through agreements with the private sector and not-for-profit societies. To improve accountability and overall management of these assets specific actions / priorities in 2003-2004 included:

- (i) Initiating a process that will revise / develop formal management agreements with locally managed provincial museums to clarify accountability. Efforts will centre on the development of management agreements at two provincial sites to be used as a model for all locally managed provincial museum sites:

Accomplishments

- The Heritage Division began an ambitious process in 2003-2004 to develop site management agreements between the Nova Scotia Museum and the locally managed Nova Scotia Museum Sites. Preliminary work completed included performing a national environmental scan to identify best practices, development of a project framework, and the identification of team members for standards development.
- (ii) Completing year two of the approved capital investment program for the provincial resorts moving to a four star accommodation quality rating and projected revenues:

Accomplishments

- Tangible Capital Asset (TCA) projects for the Signature Resorts totaled approximately \$4.2 million in 2003.
- (iii) Working with Transportation and Public Works to complete an inventory of Tourism and Culture's heritage buildings and visitor information centres to be utilized as a baseline for development of a long term plan that sustains these important capital assets:

Accomplishments

- An inventory of Tourism, Culture and Heritage's buildings and visitor information centers can be identified through each of the Divisions. The completion of the inventory, in consolidation with Transportation and Public Works inventory is ongoing.

F.3.4. Information Management (IM): The department recognizes the importance of the effective management of information to ensure corporate accountability and good governance. Specific actions / priorities in 2003-2004 included:

- (i) Standard for Operational Records (STOR) implementation, training and a phased

implementation of electronic records management (ERM) software:

Accomplishments

- The electronic records keeping software, Foremost, was installed. The system administrators were trained and administrative support staff received Records Management and Foremost training. Foremost was rolled out in the Culture Division. Records Management training was started in the remainder of the department.

(ii) Development of departmental records management policies and procedures:

Accomplishments

- Draft departmental records management policies and procedures were completed. Work to ensure these policies and procedures are consistent with corporate policies and procedures was started.
- (iii) Execution of a technology refresh plan that ensures that the department has sufficient capacity to continue to serve the public and attract visitors to the Province through the use of the department's websites, which are some of the most active in the provincial government:

Accomplishments

- The technology refresh plan was completed as planned resulting in the deployment of desktop computers, servers, network switches, and printers across the department.
- (iv) Implementation of an investment tracking system to provide timely, client-focused service across the department's three sectors:

Accomplishments

- Phase I of the investment tracking system (Community Investment Management System) was developed and implemented.

F.3.5 Communications Plan: The department recognizes the importance of internal communications as a way of bringing staff closer together and providing easy access to work-related information and resources. Specific actions / priorities in 2003-2004 included:

(i) Development of new or improved communications tools:

Accomplishments

- Produced and distributed new edition of *Creating opportunities here at home, Investing*

in Nova Scotia which describes the department's many funding programs.

- The department issued 84 news releases; 43 corporate releases and 41 from the Nova Scotia Museum system.

(ii) Development of a staff intranet website and a more active corporate social committee:

Accomplishments

- Launched new staff intranet, *The Connector*, in June 2003.
- The department's social committee was expanded and became more active.

(iii) Department's newsletter will be redesigned and published on a consistent schedule:

Accomplishments

The department's newsletter was replaced by the staff intranet which is updated regularly.

F.3.6. Human Resources Plan: Specific actions / priorities in 2003-2004 included:

(i) Implementation of an orientation program and the use of exit interviews:

Accomplishments

- An orientation program framework was developed.
- An exit interview template was prepared and is ready for use.

(ii) A greater focus on learning plans for all employees and a renewed effort on performance management:

Accomplishments

- Performance Management reviews for 2003-2004 are on file for all employees within the department. Learning plans are on file for over 50% of employees for 2003-2004, and all employees have been coached and are ready to establish learning plans beginning for fiscal year 2004-2005.

(iii) Continued focus on strengthening leadership capacity:

Accomplishments

- Seven staff participated in the PSC leadership development programs in 2003-2004.

Sixteen staff participated in a program evaluation capacity building program.

- (iv) Efforts to become the model department within the Nova Scotia Government for wellness promotion among its employees:

Accomplishments

- The department will be a pilot department when the Public Service Commission wellness initiative is launched. In preparation for this, the department conducted wellness research and established internal benchmarks to support the roll-out.

5. Financial Results

The 2003-2004 budget for the Department of Tourism, Culture and Heritage was \$40,805,000. Actual results totaled \$39,508,117. Following is a summary of budgeted amounts compared with actual results by Division. An explanation of variances is also provided.

Department of Tourism, Culture and Heritage			
Division	2003-04 Budget	2003-04 Actual	Explanation of Variance
Tourism	\$19,807,000	\$19,322,914	Projects at the Resorts reclassified as Tangible Capital Assets rather than operating and salary savings
Heritage	\$9,345,000	\$8,995,199	Increased activity at the museums resulting in additional fees revenue and salary savings
Culture	\$5,922,000	\$5,912,770	Salary and other operational savings
NSARM	\$1,906,000	\$1,810,448	Salary and other operational savings and increased fees for record storage to depts. ABC's
Art Gallery of NS	\$1,310,000	\$1,283,800	2% reduction as per Budget Management Plan
Administration and Support	\$2,515,000	\$2,182,986	Salary and other operational savings
Total	\$40,805,000	\$39,508,117	\$983,100 reduction as part of Budget Management Plan
Salaries	\$12,790,000	\$11,154,585	Temporary vacancies
FTEs	300.1	282.7	Temporary vacancies

6. Performance Measures

Efforts have been made by the Department of Tourism, Culture and Heritage to redefine measures to ensure a more focussed and relevant approach in assessing and reporting results. These efforts have resulted in the removal of some measures presented in our Business Plans from the fiscal year 2003-2004 to 2004-2005. The following table details the 2003-2004 measures, as presented in the Business Plan for the same year, and identifies their current status compared to the 2004-2005 measures.

Outcome	Measure	Status	Comment
Tourism Industry Growth	Tourism revenues generated from tourism marketing campaign	No change	
	Tourism enquiries generated through internet (www.novascotia.com)	Removed	As more information is added to our website more individuals are able to obtain the required information directly from the website. Therefore, the measure was replaced by website visits.
	Total provincial tourism revenues	No change	
Increased participation by Nova Scotians in Culture and Heritage Attractions	Attendance at Nova Scotia Museum sites	No change	
	Nova Scotia Archives and Records Management website visits	No change	
	Heritage Research Permits	Removed	After review, determined measure did not provide the best, most meaningful information.
Effective records management and archival services adding value to government business process and functions	Rate of compliance with Corporate Records Management Policy	No Change	

Efforts to ensure a more focussed and relevant approach in assessing and reporting results have also resulted in the addition of some new measures presented in our Business Plan for the 2004-2005 fiscal year. The following table details the new measures added in the 2004-2005 Business Plan:

Outcome	Measure	Status	Comment
Tourism Industry Growth	Tourism partnership leveraging	Added	Identifies the amount of funds leveraged by every dollar of provincial investment in tourism partnership programs.
	Novascotia.com website visits	Added	Measures the effectiveness of tourism marketing campaigns in generating visitation to the Novascotia.com site and is also an indicator of potential tourism visitation and economic growth.
Culture Industry Growth - New Outcome	Value of exported cultural products	Added	The value of exported cultural products is an indication of the success of the culture sector in developing international markets.
Increased participation by Nova Scotians in Culture and Heritage Attractions	Resident attendance at Nova Scotia Museum Sites	Added	Measures the impact of programs and ability of NS Museums to engage Nova Scotians in their heritage.
	Museum web site visits	Added	Measure of how successfully we are using electronic communication technology to engage virtual visitors in the Museum experience. This number will be an important part of tracking overall visitation to the Museum.
Cultural Activity Participation	NS Participation in cultural activities and events	Added	Participation is an indicator of the success of the culture sector in engaging the public and the percentage of the population who are accruing benefit from personal participation in cultural activities.

Since the most recent measures identified are considered best for accountability purposes, a summary of our progress related to the performance measures outlined in the 2004-2005 Business Plan is presented below:

Core Business Area: Economic Growth

Measure 1 - Tourism Revenues Generated from Tourism Marketing Campaign

Outcome Description:

One of Tourism, Culture and Heritage's core business areas is Economic Growth of Nova Scotia's economy. A desired outcome within this core business area is to increase marketing campaign generated tourism revenues.

What Does this Measure Tell Us?

Tourism industry growth is marked by the measurement of the total percentage increase in marketing campaign generated tourism revenue from core and developing markets. This measure is calculated based upon standard tourism industry performance measurement indicators and the resulting statistical data it provides.

Where Are We Now?

The base year measure is taken from 2001/02 and is recorded at \$147 million in marketing campaign generated revenue. 2003/2004 results were at \$136 million. Capitalizing on partnership dollars, we were able to exceed the \$129 million target for 2003/2004. The 2003/2004 target was below 2001/2002 and 2002/2003 levels because of reduced partner opportunities at the federal level.

Where Do We Want to Be in the Future?

The 2004/2005 target has been set at \$140 million, up from the \$129 million target for 2003/2004. The higher target better reflects current activity and recent success in marketing partnerships and conversion.

The 2004-2005 targets can be achieved with the implementation of the Nova Scotia Tourism Strategy's strategic objectives, which include:

- Growing revenues from the touring market;
- Improving product quality, sustainability, and competitiveness;
- Building a twelve-month season;
- Developing viable niche markets;
- Improving transportation access; and
- Improving the general business environment for tourism.

2004-2005 priorities include:

- Implement the industry/government's 2004 Integrated Tourism Plan (marketing, development, sales, partnerships, and tourism policy);
- Develop a Long-Term Marketing Plan;
- Implement enhancements to www.Novascotia.com tourism website;

- Develop a Group Tour and Travel Growth Strategy;
- Implement Year 1 of the Acadian Tourism Strategy.

Measure 2 - Total Provincial Tourism Revenues

Outcome Description:

As stated above, one of Tourism, Culture and Heritage's core business areas is economic growth. Growth in the industry is measured by estimating total provincial tourism revenues or "tourism receipts" (visitor spending).

What Does the Measure Tell Us?

Tourism receipts illustrates consumer spending on tourism 'related' sectors of the economy. As we attract more visitors to the province and captivate them to stay longer, more money is spent on various sectors of the industry, such as accommodations, attractions, restaurants, other services, and retail. Tourism receipts are influenced by many factors including visitation statistics, accommodation statistics, where visitors come from, and how long they stay here. Each of these are influenced by the combined efforts of the department and industry through the Tourism Partnership Council with marketing, product development, sales and partnerships, and visitor services initiatives.

Tourism spending benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for municipal and provincial governments, it also helps to support and maintain our essential services like health care, education, police services, and snow removal.

Where Are We Now?

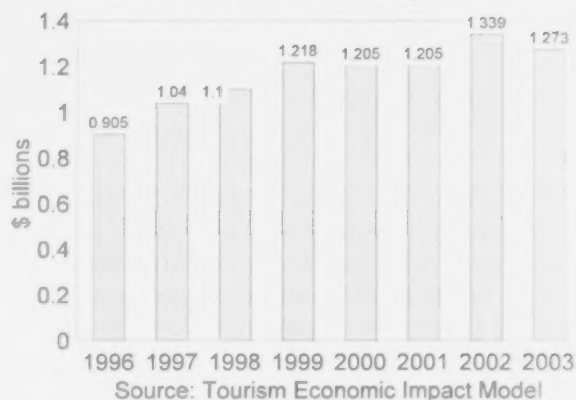
2003 tourism revenues totaled \$1.273 Billion, a 5% decrease over record-high 2002 levels. (See chart) Building upon the success of 2002, our target for this measure was to increase tourism receipts by 5% in 2003/04. However, due to geopolitical factors including a war in Iraq, SARS, a weak US economy, and political disharmony between Canada and the US, 2003 was a challenging year for tourism across Canada. Overall, Nova Scotia tourism receipts fell by 5% in 2003. In 2003, \$1.273 billion spending in the tourism industry in Nova Scotia generated 33,400 direct and indirect jobs, \$498 million in direct and indirect wages and salaries, and \$119 in provincial and municipal taxes.

Where Do We Want to Be in the Future?

Our vision is to double tourism by 2012. Our target for this measure is to increase tourism receipts by 5% to \$1.33 Billion in 2004/05.

These figures can be achieved with the implementation of the Nova Scotia Tourism Strategy's

Tourism Receipts



strategic objectives with specific attention directed to the 2004 Tourism Plan as mentioned above.

As well, the following tourism industry performance measures are reported monthly/seasonally to the tourism industry and many are also published regularly in *Tourism Insights*:

- Advertising Generated Inquiries - All advertising is tracked to source inquiries generated by geographic market, as well as type of literature requested, which indicates level of interest in Nova Scotia as a vacation destination and specific product interests or reasons for traveling to Nova Scotia.
- NovaScotia.com - The tracking of visitation levels (web site visits) and tourism information downloads from the provincial tourism web site.
- Check In Reservations - This provides an indication of travel intention and accommodation booking activity.
- Accommodation Activity - Occupancy rates and room-nights sold are based on reports submitted by all licensed fixed-roof accommodation properties in the province.
- Visitor Entries - Tracking the number of overnight, non-resident visitors by counting the number of vehicles, motorcoaches, recreational vehicles, cruise ships and air passengers coming into the province. More specifically, motorcoach activity is measured through the number of room-nights sold to motorcoach tours in Nova Scotia. Cruise ship passenger visits are defined by the number of passenger visits by cruise ships to the ports of Halifax, Sydney, Louisbourg and Baddeck. Visitation by air is defined as the number of non-Nova Scotians embarking at the Halifax International Airport.
- Provincial Museum Attendance - Visitor attendance figures are reported monthly for the 27 provincial museums in operation.
- National Park Historic Site Attendance - Attendance figures are reported for the number of person-visits to Kejimikujik National Park and Halifax Citadel National Historic Site; however, for Cape Breton Highlands National Park and Fortress Louisbourg and Alexander Graham Bell National Historic sites, paid admissions are reported.
- Golf Activity - Public green fee rounds at specific golf courses are reported.
- Visitor Information Centre Activity - This tracks the total number of visitors counselled at all provincial VICs.

Measure 3 - Tourism Partnership Leveraging

Outcome Description:

A new Performance Measure has been identified for the Department's 2004/2005 Business Plan which will see the measurement of "tourism partnership leveraging."

What Does this Measure Tell Us?

Tourism Partnership Leveraging identifies the amount of funds leveraged by every dollar of provincial investment in tourism partnership programs. The combined measure includes all partnership activity in product development, sales and partnerships, and marketing where third party funding is present. Tourism partnership leveraging is an indicator of program success in attracting investment from the

private sector and other levels of government. Leveraging new investment is also critical in growing the funds available to develop, promote, and grow Nova Scotia's tourism industry.

Where Are We Now?

Whereas the 2004/2005 Business Plan targeted tourism partnership leveraging to attract \$0.62 for every \$1 in provincial investment, this target was based on a partial estimate of leveraging activity. A calculation of all tourism partnership activity in 2003/2004 indicates that each \$1 in provincial tourism investment generated \$1.42 in partnership funding.

Where Do We Want To Be?

The target for 2004/2005 has been set at \$1.50 for every dollar of provincial investment, representing a growth of 6% over 2003/2004.

Measure 4 - Novascotia.com Website Visits

Outcome Description:

A new Performance Measure has been identified for the Department's 2004/2005 Business Plan which will see the measurement of "website visits" to the www.Novascotia.com. The new measure replaces the former performance measure of on-line *enquiries* (requests for printed tourism literature) in response to increasing use of the Internet for on-line tourism information.



What Does this Measure Tell Us?

The number of website visits is an indicator of the success of tourism marketing campaigns in generating visitation to Novascotia.com for tourism information. In turn, website visitation is an indicator of potential tourism visitation and economic growth to the Province.

Where Are We Now?

The base year measure is taken from 2003/2004, where website visits measured 2.1 million visits.

Where Do We Want To Be?

The 2004/2005 target for website visits has been set at 2.3 million visits, a 10% increase over 2003/2004 levels.

Measure 5 - Value of Exported Cultural Products

Outcome Description:

Research tells us that strong export activity helped counteract the slower growth in the domestic market during the 1990s and it will be vital to the continued success of the culture sector. The measure of this outcome is provided by the International Trade Division of Statistics Canada. It tracks annual domestic exports and retained imports of the culture goods trade for Canada as well as Nova Scotia.

What Does this Measure Tell Us?

An increase in the value of exported cultural products is an indication of the success of the culture sector in developing international markets. However, it does not quantify the inroads made into foreign markets that have not yet resulted in sales, including extensive research, relationship building and product development for market readiness.

The development and sustainability of the culture sector workforce in Nova Scotia during the 1990s relied, in part, on the exploitation of the international marketplace. Therefore, healthy export sales can also give us an indication of the vitality of the culture sector as a whole.

Where Are We Now?

Between the years 1996 and 2002, the annual rate of export growth ranged anywhere from -7.3% to 68.4% and we can anticipate these annual fluctuations to continue. The last year for which we have figures is 2002 when the total value of culture goods trade for Nova Scotia was just over \$9 million, which represented a 68.4% annual increase.

Where Do We Want To Be?

Due to the annual fluctuations in the value of exported culture goods, we set a performance target of 13.8% annual growth which was the average annual growth rate between 1996 and 2002. As noted above, achieving export sales is a long-term process of market and product development, which we continue to support through investment in the culture sector.

Core Business Area: Stewardship

Measure 1 - Attendance at Nova Scotia Museum sites

Outcome Description:

The Nova Scotia Museum family of 27 museums found across the province is the primary vehicle

used to educate both Nova Scotians and visitors to our province about our rich natural and cultural heritage. The varied programs and collections offered by the Museum help us understand who we are by connecting us to our heritage in a very tangible way. Key to accomplishing this is the ability of the Museum to attract visitors to its various sites.

What Does this Measure Tell Us?

An increase in the number of visitors to the Museum is a measure of the impact of the programs and the ability of the Museum to engage the public in discussions about their heritage. Visitors include school children, scientists, social historians, and casual visitors from the community.

Where Are We Now?

The Nova Scotia Museum reported 566,237 visitors in 2003-04. This represents a decrease in museum attendance over 2002-03 of 9.1%. A comparison of overall tourism visitation during peak museum operating months (June to October) shows a corresponding decline in visitation.

Where Do We Want To Be?

Our target is to increase visitor attendance by 2% in the next year. The Museum continues to reinvent itself through the creation of interesting and innovative exhibits. Plans are underway to develop a provincial heritage strategy that will help set the direction of Museum activities over the course of the next number of years.

Measure 2 - Resident attendance at Nova Scotia Museum Sites

Outcome Description:

Under the Nova Scotia Museum Act, the Museum is tasked with informing Nova Scotians about their heritage. This is accomplished in a variety of ways, including providing school programs, hosting community workshops, and presenting exhibits that are uniquely Nova Scotian.

What Does this Measure Tell Us?

An increase in resident attendance at the Museum tells us that the programs and exhibits presented have relevance to Nova Scotians, and that the Museum is able to engage Nova Scotians in actively learning about their heritage.

Where Are We Now?

Over 2003-2004, the Museum saw 446,760 Nova Scotians enjoy exhibits across the 27 museum sites. This represents approximately 78% of total museum attendance. This was the first year in which this measure was used, therefore there are no comparative numbers from 2002-2003.

Where Do We Want To Be?

Consistent with the expectation that overall Museum attendance will increase by 2% over the next fiscal year, the target for resident attendance is also an increase of 2%. This will be accomplished by continuing to offer programs and exhibits that touch Nova Scotians and that raise the profile of the importance of our heritage.

Measure 3 - Museum web site visits

Outcome Description:

World events, economic downturns and the proliferation of easily accessible communication technologies have all impacted our decisions on how we experience our world. Recognizing this, the Museum has adapted its definitions of exhibits and visitors to capture the opportunities presented by web-based projects, reaching not only Nova Scotians, but the world!

What Does this Measure Tell Us?

An increase in web site visits will tell us how successfully we are using electronic communication technology to engage virtual visitors in the Museum experience. This number will be an important part of tracking overall visitation to the Museum.

Where Are We Now?

2004-2005 is the first year in which this new measure will be implemented.

Where Do We Want To Be?

A base line for virtual visitation will be established in 2004-2005, the first year in which the data will be reported.

Measure 4 - Nova Scotia Participation in Cultural Activities and Events**Outcome Description:**

Statistics Canada tracks the annual participation of Canadians in culture activities and events through the General Social Survey, which provides us the average participation rates for Canada and Nova Scotia. Participation can be through attendance at a cultural event as a spectator or participation in any number of cultural activities. Participation rates are also provided by age and income and can be viewed by specific activities or artistic disciplines.

What Does this Measure Tell Us?

The measure of participation can tell us various things, including the success of the culture sector in engaging the public and the percentage of the population who are accruing benefit from personal participation in cultural activities. In viewing the rates by age we can interpret the future audience potential since current participation of youth may predict future trends. In viewing rates by income it is interesting to note that participation rates increase by income, and despite a gap between provincial and national average wages, Nova Scotians have higher rates of participation. Overall the participation rate may tell us the relative importance of the culture sector to Nova Scotians.

Where Are We Now?

The overall participation rate in culture activities and events declined 3.7% in Nova Scotia between 1992 and 1998, compared to a 5.3% drop at the national level. The average participation rate in 1998 was 31%.

Where Do We Want To Be?

Given the downward trend in participation rates nationally, the target is to maintain the rate of 31%. We support the participation of Nova Scotians in cultural activities and events through continued investment in cultural activities, cultural organizations, facilities and professional artists.

Measure 5 - Nova Scotia Archives and Records Management Web Site Visits

Outcome Description:

The institutional website (www.gov.ns.ca/nsarm) is NSARM's most effective outreach tool. It has been designed to expand public access to and encourage non-traditional use of Nova Scotia's archival resources through the increased availability and utility of online informational content and services, especially those delivered via virtual exhibits, searchable databases and digitized holdings. Educational products and genealogical research tools are an integral component of the website's strategy to engage Nova Scotians and other interested online visitors in an awareness of and participation in the province's rich archival heritage and the discovery of their roots.

What Does this Measure Tell Us?

A consistent increase in the number of website visitors indicates appropriate selection and design of online products, effective consultation with partners, stakeholders and clients, as well as successful promotional and marketing strategies. Comparison with statistics for onsite visitation confirms a continuing shift away from traditional practices to a new reliance on distant access and the web-based experience, including advance preparation for actual onsite activities. Analysis of website traffic from outside Nova Scotia also provides information on the volume and specificity of non-Nova Scotian interest in the province's archival heritage.

Where Are We Now?

A total of 250,000 online visitors accessed the NSARM website during 2002/03. In 2003/04 this figure rose to 406,000, an increase of 62%.

Where Do We Want To Be?

NSARM has targeted 375,000 website visitors for 2004/05 (a figure already exceeded by the actual figure of 406,000 for 2003/04) and 600,000 website visitors for 2005/06. The target for 2005/06 is based on the anticipated response to new website products under development and being planned; it is in line with public response in fiscal years 2002/03 and 2003/04 to the launch of new products.

Core Business Area: Governance / Accountability

Measure 1 - Rate of Compliance with Corporate Records Management Policy

Outcome Description:

The government wide Records Management Policy was approved by Treasury and Policy Board on February 26, 2003 and implemented beginning in the 2003/04 fiscal year. A two year implementation plan was developed to allow for required preparation and base measurements to take place. The Policy is designed and structured to be consistent with and contribute to more effective, open and accountable government; to support and link to TPB strategic goals; to place the corporate records management program solidly within the government policy framework; and to apply to and support new initiatives and approaches. NSARM contributes to the advancement of the policy through the provision of advisory and consulting services and particularly through the provision of direct assistance and measurement of policy compliance, by supporting the application of technology to records management functions and by identifying and resolving systemic barriers

to the transfer of archival records by targeted departments.

What Does this Measure Tell Us?

The rate of compliance with the Policy provides an accurate measurement of the nature and quality of records management across government.

Where Are We Now?

Assessments have been completed in the departments of Education, Finance, Transportation and Public Works, Tourism, Culture and Heritage, and the Public Service Commission. As part of the assessment process, a development plan was provided. During the 2004/05 fiscal year progress against each development plan will be measured. Preliminary scoring for each department indicates that the majority will be successful in achieving a minimum 75% compliance target, as projected.

Where Do We Want To Be?

A realistic and responsible target of achieving 90% compliance by core government by the end of fiscal 2004/05 has been set. This will allow for adequate and appropriate program planning and resource allocation to take place. Beginning in fiscal 2005/06, Policy implementation will be concentrated on agencies, boards and commissions.

7. Supplementary Information and Appendices

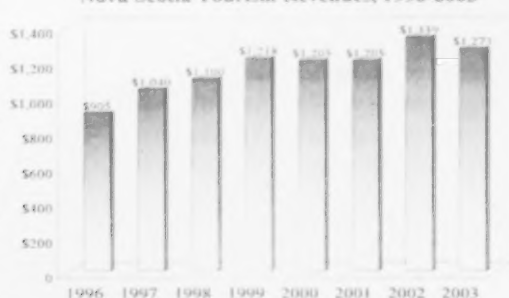
2003 Tourism Industry Facts

How important is tourism?

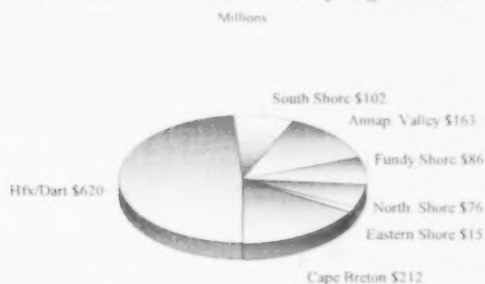
In 2003, tourism was a \$1.27 billion industry for Nova Scotia. The province's tourism industry revenues decreased 5% from 2002. Tens of thousands of Nova Scotian jobs depend on tourism activity. In 2003, the tourism industry in Nova Scotia generated:

- \$1.27 billion in direct revenues with 61% or \$778 million from non-resident visitors to Nova Scotia
- 33,400 direct and indirect jobs
- \$498 million in direct and indirect wages and salaries
- \$119 million in provincial and municipal taxes

Nova Scotia Tourism Revenues, 1996-2003



Nova Scotia Tourism Revenues by Region, 2003

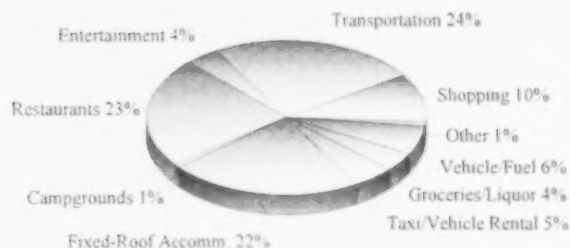


Total Revenues = \$1.27 Billion

How are revenues shared among the regions?

Both the urban and rural areas of the province benefit from tourism generated revenues.

Nova Scotia Tourism Receipts
By Expenditure Type, 2002

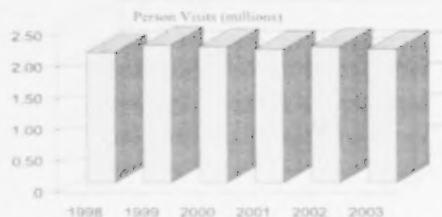


Total Tourism Revenues = \$1.27 Billion

What businesses benefit from tourism?

Spending by tourists in Nova Scotia benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for the municipal and provincial governments, it also helps to support and maintain our essential services like health care, education, police services, and snow removal.

Visitor Volume to Nova Scotia
January - December, 1998-2003



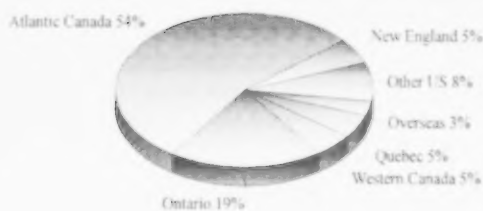
How many people choose Nova Scotia as a travel destination?

For January to the end of December 2003, overnight, non-resident visitation to Nova Scotia totalled 2.14 million people. In addition to visitors from outside the province, Nova Scotians make almost six million trips within the province annually, providing significant benefits for the industry.

Who visits Nova Scotia?

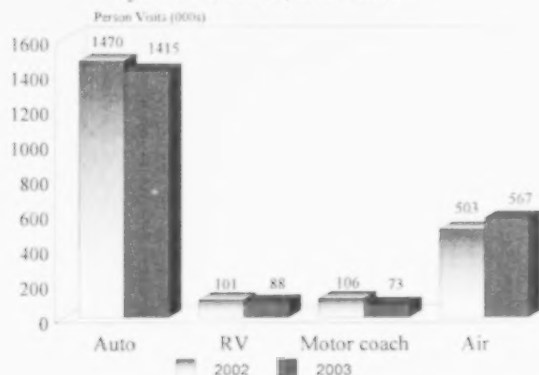
The majority of non-resident visitors to Nova Scotia come from other areas of Atlantic Canada (54%). Visitors from Ontario comprise another 19% and other parts of Canada 10% (Quebec 5% and Western Canada 5%). The US and overseas visitors also make a significant contribution. In 2003, 13% of our visitors came from the United States, while 3% came from other international markets.

Visitation To Nova Scotia, 2003
By Region of Origin



Total Non-Resident Visitation = 2.14 Million

Visitor Volume To Nova Scotia
By Mode of Travel, 2002 - 2003



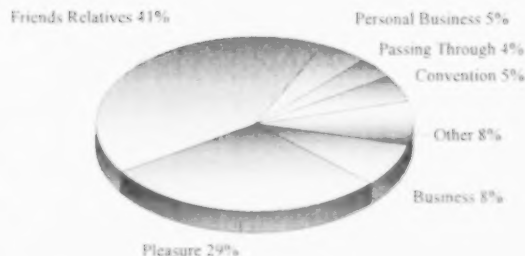
How do they get here?

Almost three quarters (74%) of Nova Scotia's visitors travel by motor vehicle, via road and ferry. Specifically, 66% arrive by car, 4% by recreational vehicle, and 3% by motor coach. The remaining quarter (26%) arrive by air plane.

What attracts people to Nova Scotia?

People visit Nova Scotia for many reasons: to take a vacation and enjoy the natural beauty that Nova Scotia offers, to visit friends and relatives, to conduct business, attend conventions, and to take care of personal business.

Why People Visit Nova Scotia



Source: 2000 Nova Scotia Visitor Exit Survey

Culture Sector Facts

Statistics Canada has completed a comprehensive overview of Nova Scotia's culture sector that is enabling the province to evaluate and report on progress of the culture sector. The study covers relevant indicators for the assessment of the health and vitality of the culture sector in Nova Scotia with research and data examined from a multi-year perspective. Information obtained through the study is helping to inform the development of outcome measures and the effectiveness of department activities undertaken in support of the sector. The most significant findings in the report are summarized below:

- The direct and indirect impact of the culture sector in Nova Scotia, as measured by the contribution to the GDP, was estimated at almost \$1.2 billion in 2001, with some 28,000 direct and indirect jobs depending on culture activities.
- The culture sector maintained its important place in the Nova Scotia economy, with the direct impact accounting for 3% of its GDP (or \$741 million) and 5% of jobs (18,900 jobs) in 2001, with both shares fluctuating only marginally over the 1996 and 2001 period.
- Government revenue derived from direct and indirect taxes, duties, and from the sale of cultural goods and services were estimated to generate \$95 million in revenue to the various levels of government in 2001 (compared to almost \$3.3 billion from all cultural activities in Canada).